MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2022/2023

DPM5024 – PROJECT MANAGEMENT

(All sections/Groups)

04 OCTOBER 2023
2.30 p.m – 4.30 p.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 8 pages with 2 sections.

2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.

3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

SECTION A: Multiple Choice Questions (20 Marks)

1. Which of the following are **BEST** to describe project controlling?
   I. Involves monitoring, measuring, and adjusting various project.
   II. Managing and regulating all project-related activities.
   III. Crucial aspect of project management which to ensure the project's successful execution.
   IV. Showing the relationships and dependencies between tasks.
   A. I, II, and III.
   B. I, II, and IV.
   C. I, III, and IV.
   D. II, III, and IV.

• Ensuring that the project deliverables meet the required quality standards. • It involves continuous monitoring of the project's outputs and processes to ensure compliance with quality requirements.

Statement 1

2. Which of the following term is **CORRECT** pertaining to the description in Statement 1 above?
   A. Risk management.
   B. Resource management.
   C. Quality assurance.
   D. Tracking progress.

3. There are several techniques and tools that project managers use for effective project controlling. Which of the following techniques that considered as a powerful technique that integrates cost, schedule, and scope performance metrics?
   A. Earned Value Management (EVM).
   B. Key Performance Indicators (KPIs).
   C. Agile and Scrum.
   D. Performance Reporting.

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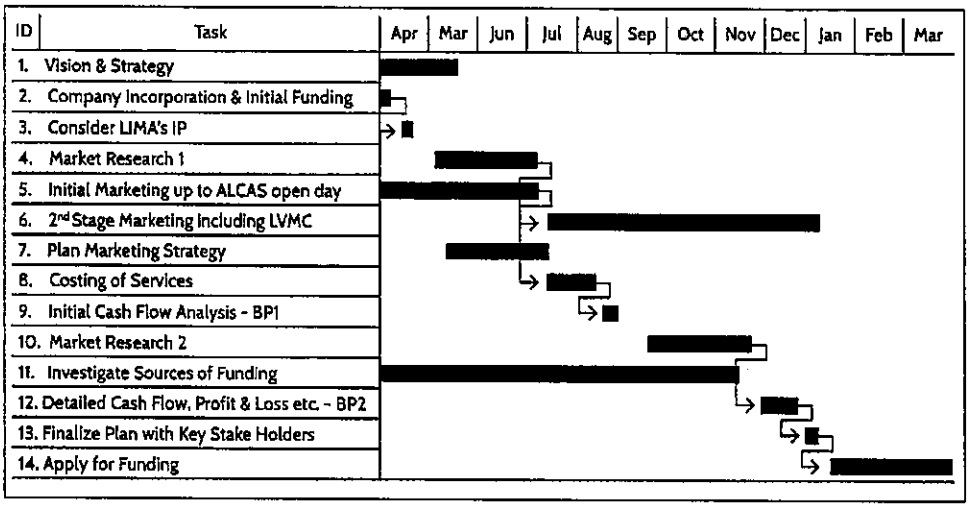

Picture 1

4. Which of the following is **TRUE** to describe for the Picture 1 above?
   A. Bar Chart.
   B. Gantt Chart.
   C. Critical Path Method.
   D. Work Breakdown Structure.

5. Despite careful planning and execution, projects often encounter various hurdles that can make controlling efforts difficult. What are the common challenges in project controlling?
   I. Scope creep.
   II. Resource constraints.
   III. Change control.
   IV. Communication breakdowns.
   A. I, II, and III.
   B. I, II, and IV.
   C. I, III, and IV.
   D. II, III, and IV.

6. Important project _____ , such as project start, completion, or significant achievements, are often represented as diamonds or triangles along the timeline.
   A. controlling
   B. management
   C. milestones
   D. tracking

Continued ...

It is an effective tool and enabling project managers to share project schedules and progress with stakeholders, team members, and clients.

Statement 2

7. Which of the following benefits is **BEST** to describe for the Statement 2 above?
   A. Visualisation.
   B. Progress Monitoring.
   C. Communication.
   D. Scheduling.

8. Managing project risk is a critical aspect of project management to identify potential threats, assess their impact on the project's objectives, and implement strategies to mitigate or address those risks. Which of the following is **CORRECT** in effectively managing project risk?
   A. Maintain open and transparent communication about project risks with all stakeholders by informing them about the risk management process, the status of identified risks, and any changes to the risk profile.
   B. Delays in project activities and impact subsequent tasks, making it challenging to meet deadlines.
   C. Additional requirements or changes during the project execution can lead to increased costs, delays, and potential conflicts with the original project plan.
   D. Managing project timelines and communicating potential constraints is essential to avoid dissatisfaction.

9. The _____ which requires high levels of collaboration, trust, and cohesion among team members can enhance project performance, while conflicts and poor teamwork can hinder progress.
   A. leadership
   B. team dynamic
   C. communication
   D. decision-making

10. Which of the following is **NOT** the key features of Gantt Chart?
   A. Milestones.
   B. Resource Constraints.
   C. Resource Allocation.
   D. Progress Tracking.

Continued ...

11. What is the primary role of a project leader?
    A. Creating the project schedule.
    B. Managing project risks.
    C. Providing direction, guidance, and motivation to the project team.
    D. Conducting cost analysis.

12. Effective project leadership usually involves _____ .
    A. solely focusing on technical tasks
    B. strictly adhering to the project plan
    C. developing interpersonal and communication skills
    D. leaving decision-making to the team members

13. What does it mean to lead by example in project management?
    A. Providing detailed instructions to the team.
    B. Delegating all tasks to team members.
    C. Demonstrating the desired behavior and work ethic.
    D. Micromanaging every aspect of the project.

14. Which of the leadership style that focuses on involving team members in decision-making and considering their input?
    A. Autocratic leadership.
    B. Transformational leadership.
    C. Laissez-faire leadership.
    D. Authoritarian leadership.

15. Which of the following leadership approach that emphasizes serving others and putting the needs of the team and stakeholders first?
    A. Transactional leadership.
    B. Servant leadership.
    C. Democratic leadership.
    D. Charismatic leadership.

16. What is the main purpose of setting clear expectations as a project leader?
    A. To make the project team uncomfortable.
    B. To impose strict rules on team members.
    C. To ensure everyone understands their roles and responsibilities.
    D. To avoid any changes during the project.

Continued ...

17. Active listening is an essential skill for project leaders because it _____.
    A. saves time during project meetings
    B. eliminates the need for project documentation
    C. helps build rapport and understanding with team members
    D. allows leaders to make all decisions independently

18. Which of the following leadership approach that focuses on the leaders' ability to influence and inspire others?
    A. Directive leadership.
    B. Situational leadership.
    C. Charismatic leadership.
    D. Laissez-faire leadership.

19. In project leadership, what does the term 'Conflict resolution' refers to?
    A. Ignoring conflicts within the team.
    B. Assigning blame for project issues.
    C. Escalating conflicts to higher management.
    D. Effectively managing and resolving disagreements among team members.

20. In which leadership approach below does the leader provide clear instructions and closely monitor team members' performance?
    A. Laissez-faire leadership.
    B. Participative leadership.
    C. Autocratic leadership.
    D. Charismatic leadership.

[Total: 20 marks]

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SECTION B: Structured Questions (80 Marks)

QUESTION 1

(a) Describe the **FOUR (4)** processes in the Project Quality Management. (8 marks)

(b) Briefly explain any **FOUR (4)** common project risk strategies that can be adopted by a project manager to address the threats that a project could face. (8 marks)

(c) Identify any **FOUR (4)** types of tools that can be used to manage project quality. (4 marks)

[Total: 20 marks]

QUESTION 2

(a) Define "Project Communication". (2 marks)

(b) Project managers should tailor communication approaches to the needs and preferences of different stakeholders to achieve the best results. What would be the **SIX (6)** impacts of poor communication as a team? (6 marks)

(c) Briefly describe the **FOUR (4)** principles of effective project communication. (12 marks)

[Total: 20 marks]

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QUESTION 3

(a) Differentiate between "Monitor" and "Control". (4 marks)

(b) Imagine you are managing a software development project to create a new mobile application. The project involves designing, coding, testing, and launching the application. The initial budget is RM 300,000 and the project duration is estimated to be eight months. The progress of this software development project is based on the following details:

Design (2 months) @ 20%
Coding (3 months) @ 40%
Testing (2 months) @ 85%

i. Calculate the Earned Value (EV) for each phase. (6 marks)

ii. What is the total Planned Value (PV) for launching? (1 mark)

(c) Imagine you are managing the construction of a new office building. The project has a budget of RM 1,000,000 and is planned to be completed in six months. After three months, you review the project's progress and gather the following information:

Planned Value (PV): 40%
Earned Value (EV): 30%
Actual Cost (AC): RM 350,000

i. Calculate the Cost Performance Index (CPI). (3 marks)

ii. Calculate the Schedule Performance Index (SPI). (3 marks)

iii. Based on the CPI and SPI values in Question (c)i and (c)ii, analyse the project's performance. (3 marks)

[Total: 20 marks]

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QUESTION 4

(a) What is "Validate Scope"? (2 marks)

(b) Recognize the **FOUR (4)** components that should have in validating the scope. (8 marks)

(c) Project termination refers to the process of ending a project, either successfully or prematurely. There are several types of project termination, each with its own characteristics and implications. Briefly describe any **THREE (3)** common types of project termination. (6 marks)

(d) Identify any **FOUR (4)** components needed in preparing the final project report. (4 marks)

[Total: 20 marks]

End of Paper